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STATINTL

MEMORANDUM FOR: Deputy Director for Administration
FROM : [REDACTED]
Director of Communications
SUBJECT : Future Role of Training in the Agency
and the Intelligence Community
REFERENCE : Your memo dtd 14 July 1976, same subject

1. The effectiveness of any organization depends almost entirely on the effectiveness of its people. Organization goals simply cannot be achieved consistently unless the right people, with the proper training and experience, are at the right place in the organization at the right time. Control of personnel selection and assignments is essential to the success of an organization. Control of how, when, for how long and by whom organization people are trained is just as essential if not more so. People make the organization. People are the organization. Therefore, the type, quality and timeliness of their training, among other things, should be a major concern and must be controlled directly.

2. A person can be trained at academic institutions, by other government agencies, by government contractors, by private tutors, by internal components and by on-the-job training methods. No one institution can provide the range of courses required, at the level of quality desired, at a reasonable cost, and on a schedule compatible with organization needs. All options must remain open, and especially the option or authority to conduct skills training within the organization. The availability of training is always a key factor. When you control the training establishment, you control not only the curriculum and course content (which is important in itself), but you control scheduling. Schedules must be and are continually being juggled to meet the needs of the organization. The training establishment must be totally responsive to operational

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requirements within the limit of its resources. Clearly inter-Agency level training establishments would not be nearly as responsive to the technical training needs of OC, for example, as our present system. I suspect this applies equally to the majority of the DDO requirements as well.

3. Cover is a major consideration which would be difficult to control in a broad, community-wide program. Likewise, student-teacher ratio and other quality factors is another area of concern. An organization that is concerned with the quality of training and controls its training establishment will not exert undue pressure on the school administration to increase the amount of students per course running. Operational requirements, costs and the quality of education will invariably be more carefully balanced under our current approach. On the other hand, establishments not dedicated to one agency are likely to be continually pressured to change their curriculum, scheduling, student-teacher ratios, etc. They cannot satisfy all and sometimes satisfy none. Their better courses are always oversubscribed and underscheduled.

4. Finally, we already have appropriation problems because of the size of the DDA budget. To go into a community-wide training program would require unspecified increases in facilities and personnel resources with an inevitable increase in the bottom line. The alternative would be a separate allocation for "the institute" with the total loss of control resulting from such a change. In my opinion, there is simply no substitute for the direct control of individual training, particularly that which applies to the establishment and improvement of skills and disciplines which are unique to our mission.

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